

INSPECTOR GENERAL

82-896

7 OCT 1982


NOTE FOR: Executive Director



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I don't think we have any special wisdom on this. Three points: First, the Agency has been recruiting on campuses for 30 years, and I am unaware of anything that has happened in the last year or two which is increasing our tendency to trip over ourselves. In short, is this really a problem? Secondly, if we did undertake to coordinate campus contacts by Agency personnel, I can envision a considerable paper mill. Finally, in the unlikely event we decide to increase the Office of Personnel's control over the recruiting process, presumably they would be in a good position to exercise this function, if it needs exercising!

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James H. Taylor
Inspector General

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Executive Registry

82-5932

10 September 1982

MEMORANDUM FOR: Director, Office of External Affairs
Deputy Director, Office of External Affairs

FROM: Coordinator for Academic Affairs, OEXA

SUBJECT: Recruiting on Campuses

1. I am writing to alert you to possible future problems in our relations with academia that may require some thought and eventual action.

2. Basically, the subject is recruiting on campuses and the rapid expansion of that effort in recent months. Up until 1981, Recruitment Division of OP did nearly all of the recruiting for Agency components. Now the program appears to be increasingly decentralized. Whether this is in response to dissatisfaction with Recruitment Division's effectiveness is, for the purposes of this exercise, irrelevant. The simple fact is, we have people from the DDO, various offices of the DDI, and the Equal Employment Opportunity Office visiting colleges and universities seeking new employees while our traditional representatives from Recruitment Division, [] are continuing their activities on the same campuses. There is an understandable tendency for CIA personnel to focus on faculty members already known to be "friendly" to the Agency. Sooner or later it would seem inevitable that one of these "friendly" faculty members or a cooperative placement service is going to get irked by this steady stream of visitors from CIA and the reaction could cause embarrassment for the Agency.

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3. At this point, I have no firm recommendation as to what, if any, action we should take. [] who is doing much of the recruiting for the DDO, has suggested that some effort at coordinating the activities of the various directorates and offices should be attempted. He points out that the title Coordinator for Academic Affairs might well point toward where that effort should be focused. Granted, since OEXA is within the DCI's area, it would seem logical that if an attempt to coordinate the Agency's diversified recruiting activities is to be made, it be made here.

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4. Before leaping into the breach, however, we should keep in mind that we could be treading on rather sensitive turf. Any effort we made to coordinate the actions of our multitudinous recruiters would have to be

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gingerly handled if we are not to stir up resentment and resistance among the various offices concerned and particularly from Recruitment Division itself.

5. A possible first -- and essentially innocuous -- step might be to convene a meeting of representatives from the directorates and independent offices involved under your sponsorship or mine. We could at least find out what the scope of the problem is -- assuming there is a problem -- and then determine what the next step should be.

6. Again, in conclusion, I am not seeking to inject myself in a new role but I do believe we need to consider some action to prevent possible future embarrassment to the Agency.

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